



CEO Cognitive Diversity Assessment

Purpose: Identify your dominant executive thinking style to discern fit as we intentionally curate a CEO Strategy Council made up of 8 CEOs, each of whom thinks differently, to up-level the co-thinking space for all members.

Instructions: Print this and write your name, title, contact info. For each of the 5 scenarios, rank your responses from MOST like you (8 points) to LEAST like you (1 point). Respond with your first thought based on your natural instinct, not your learned leadership capability. Allow 5-10 minutes for Part I.

NAME: _____ TITLE/COMPANY: _____

E-mail: _____ CELL: _____

PART I.

Scenario 1. Your organization faces a disruptive market shift that could threaten a major revenue stream within 24 months.

- ___ **A. Analytical:** "I would immediately want more validated data before changing direction."
- ___ **B. Strategic:** "I would focus on where competitive advantage will exist three years from now."
- ___ **C. Integrative:** "I would examine how the disruption affects every interconnected part of the organization."
- ___ **D. Pragmatic:** "I would prioritize rapid operational adjustments we can execute immediately."
- ___ **E. Creative:** "I would explore unconventional models competitors are not considering."
- ___ **F. People-Centered:** "I would focus first on how uncertainty is affecting trust, morale, and alignment."
- ___ **G. Systems:** "I would evaluate second-order impacts across the broader ecosystem."
- ___ **H. Risk-Sensing:** "I would identify the most dangerous downside scenarios before acting."

Scenario 2. Two senior executives are in conflict and the disagreement is beginning to affect performance.

- ___ **A. Analytical:** "I would clarify the facts and assumptions behind each position."
- ___ **B. Strategic:** "I would refocus the discussion on organizational priorities and outcomes."



- ___ **C. Integrative:** “I would look for the deeper tension underneath the visible disagreement.”
- ___ **D. Pragmatic:** “I would create a practical agreement so work can continue moving.”
- ___ **E. Creative:** “I would look for a completely different framing neither side has considered.”
- ___ **F. People-Centered:** “I would prioritize restoring trust and relational stability.”
- ___ **G. Systems:** “I would assess how the conflict is affecting the broader organizational system.”
- ___ **H. Risk-Sensing:** “I would evaluate the operational and reputational risks if the conflict escalates.”

Scenario 3. Your company has an opportunity to enter a completely new market.

- ___ **A. Analytical:** “I would want rigorous market data and evidence first.”
- ___ **B. Strategic:** “I would evaluate long-term positioning and competitive leverage.”
- ___ **C. Integrative:** “I would assess how expansion affects the whole enterprise.”
- ___ **D. Pragmatic:** “I would determine whether execution capability exists today.”
- ___ **E. Creative:** “I would explore innovative or disruptive entry models.”
- ___ **F. People-Centered:** “I would evaluate leadership readiness and cultural implications.”
- ___ **G. Systems:** “I would examine supply-chain, ecosystem, and dependency implications.”
- ___ **H. Risk-Sensing:** “I would stress-test downside exposure and contingency scenarios.”

Scenario 4. A major transformation initiative is falling behind.

- ___ **A. Analytical:** “I would analyze where assumptions or projections failed.”
- ___ **B. Strategic:** “I would reassess whether the initiative still serves the future strategy.”
- ___ **C. Integrative:** “I would examine breakdowns across interconnected teams and functions.”
- ___ **D. Pragmatic:** “I would create a simplified execution plan with immediate accountability.”
- ___ **E. Creative:** “I would redesign the approach entirely if necessary.”
- ___ **F. People-Centered:** “I would focus on engagement, trust, and emotional resistance.”
- ___ **G. Systems:** “I would assess whether structural issues are undermining the effort.”

___ **H. Risk-Sensing:** “I would identify the highest organizational vulnerabilities immediately.”

Scenario 5. Your board asks what most concerns you about the next three years.

___ **A. Analytical:** “Weak decision-making based on flawed assumptions.”

___ **B. Strategic:** “Missing the next strategic inflection point.”

___ **C. Integrative:** “Complexity outpacing organizational coherence.”

___ **D. Pragmatic:** “Failure to execute consistently at scale.”

___ **E. Creative:** “Becoming trapped in outdated thinking.”

___ **F. People-Centered:** “Leadership fragmentation and cultural erosion.”

___ **G. Systems:** “Hidden systemic fragility.”

___ **H. Risk-Sensing:** “An unanticipated catastrophic downside event.”

Scoring Methodology

For each scenario, assign:

- MOST like me = 8 points
- Next most like me = 7 points
- Continue descending until LEAST like me = 1 point

At the end, total the scores for each thinking style. The highest score represents the CEO’s dominant executive thinking orientation. The second-highest score represents the secondary orientation.

Assessment Score Sheet

Thinking Style	Total Score	Primary	Secondary
A. Analytical			
B. Strategic			
C. Integrative			
D. Pragmatic			
E. Creative			
F. People-Centered			
G. Systems			
H. Risk-Sensing			



Interpretation

The goal is to intentionally assemble a cognitively diverse group of leaders who naturally process complexity, opportunity, risk, people, systems, and execution differently.

We have found that the best strategy councils are highly neurodiverse, and we intend to create your group to include one of each of the 8 types of primary thinking.

- **Analytical:** Precision, evidence, logic.
- **Strategic:** Direction, priorities, future advantage.
- **Integrative:** Pattern recognition, synthesis, cross-functional thinking.
- **Pragmatic:** Execution, realism, implementation.
- **Creative:** Novelty, experimentation, unconventional solutions.
- **People-focused:** Trust, empathy, morale, influence.
- **Systems-oriented:** Interdependencies, process, second-order effects.
- **Risk-sensing:** Downside awareness, threats, failure prevention.

UPON COMPLETION OF THIS RANKING, PLEASE SUBMIT THIS FORM TO:

INFO@SUZIPOMERANTZ.COM

PART II: For each question below, share a REAL scenario, situation, or experience you've had as a CEO and include in each answer; "What was the context?", "What did you personally do?", and "What happened as a result?". Allow 15 minutes to complete this part.

1. Tell me about a time you solved a major problem by testing assumptions or using data that changed your view. What was the outcome?
2. Tell me about a time you saw an inflection point before others did and changed direction accordingly. What happened?
3. Tell me about a time you had to connect multiple functions or perspectives to solve a complex issue. What was the result?
4. Tell me about a time you simplified a messy situation into an execution plan people could follow. What did you do?
5. Tell me about a time you introduced a novel approach that others had not considered. What was the outcome?
6. Tell me about a time trust, morale, or alignment was at risk and you had to repair it. What did you do?
7. Tell me about a time you identified a systemic issue or hidden dependency that others missed. What changed?
8. Tell me about a time you identified a serious downside early and acted before it became a problem. What was the result?